

Canadian Heritage

2017-18

## Departmental Results Report



The Honourable Pablo Rodriguez, P.C., M.P.  
Minister of Canadian Heritage and Multiculturalism

The Honourable Kirsty Duncan, P.C., M.P.  
Minister of Science and Sport

The Honourable Mélanie Joly, P.C., M.P.  
Minister of Tourism, Official Languages and La Francophonie



Canadian  
Heritage

Patrimoine  
canadien

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## Message from Minister Rodriguez

I am pleased to present the 2017–18 Departmental Results Report for the Department of Canadian Heritage to Parliament and to Canadians.

In 2017, we celebrated Canada 150, and the Department of Canadian Heritage made a concerted effort to ensure that all Canadians had the opportunity to participate, at both the national and local levels. Some 5,800 projects, organized across the country, received support. Canada 150 brought us together, inspiring and encouraging us to build an even better society.

In September 2017, our government presented Creative Canada, its vision for the future of creative industries in a digital world. The very first federal strategy of its kind focuses on investing in the industry's creators and professionals, promoting the distribution and discovery of Canadian content at home and abroad, and strengthening public broadcasting and supporting local news.

Within the framework of Creative Canada, our government has developed the first Canadian export strategy for creative industries. We conducted the first trade mission of Canada's creative industries in China. Some 60 businesses from various sectors took part in this mission, which led to the signing of agreements valued at approximately \$125 million. Among other achievements, we also increased funding for the Canada Media Fund, strengthened the mandate of CBC/Radio Canada, and invested \$50 million over five years to support local journalism.

In addition, our government initiated cooperation with Indigenous Representative Organizations to co-develop legislation on First Nations, Inuit and Métis languages. This process is part of our reconciliation efforts and will help preserve, promote and revitalize these languages, which are at the very heart of Indigenous People's cultures and identities.

Our government is strongly committed to encouraging diversity and inclusion. The Multiculturalism Program is one that is close to my heart, and I am proud of the positive work completed over the past year. This includes investing in community projects that promote positive interaction between cultural, religious and ethnic communities in Canada, and work to implement Budget 2018 commitments aimed at addressing racism and discrimination.

Finally, the Department of Canadian Heritage is committed to promoting an inclusive society that is free of harassment, particularly within the cultural community. With the Canada Council for the Arts, the Department announced new measures to this effect. It is in this spirit of respect and openness that I will continue, with the Department, to achieve the Government of Canada's priority goals and serve Canadians.

The Honourable Pablo Rodriguez, P.C., M.P.  
Minister of Canadian Heritage and  
Multiculturalism



## **Message from Minister Duncan**

As Minister of Science and Sport, I am pleased to present the 2017–18 Departmental Results Report for the Department of Canadian Heritage.

This last fiscal year was a significant one in sport. We supported our athletes' participation in several major national and international competitions, and we increased our efforts to work toward a safer sport system for all Canadians.

Internationally, we supported our young athletes and artists as they represented Canada at the Games of La Francophonie and at the Commonwealth Games in Australia. At the PyeongChang 2018 Olympic and Paralympic Winter Games, I was thrilled to see Team Canada demonstrate to the world how our country excels at winter sports. In March, Canada hosted the 2018 Arctic Winter Games in the South Slave Region of the Northwest Territories. This is the largest and most important multisport cultural event in the circumpolar North.

On the national level, two major Games were held. This year, Winnipeg hosted the most inclusive Canada Summer Games, celebrating Canada 150 and the 50<sup>th</sup> anniversary of these Games. The North American Indigenous Games in Toronto were also a success, fostering the next generation of Indigenous athletes, inspiring young people of all backgrounds and contributing to the ongoing reconciliation between Indigenous and non Indigenous peoples across the country. Venues that were created or

renovated for both these events will continue to serve the needs of athletes and our local communities.

To develop new generations of Canadian athletes, we increased funding for the Athlete Assistance Program on an ongoing basis. This will provide our top athletes with more direct financial support to prepare for and excel in international sport competitions.

Our government also launched the Canadian Guideline on Concussion in Sport in July to help all Canadians stay safe while enjoying an active, healthy lifestyle and the lifelong benefits of sport and physical activity. It provides coaches, officials, athletes, teachers and parents practical ways to help prevent, recognize and manage concussions at all levels of sport. We also increased our measures to ensure that Canadians participate and compete in a sport environment free from harassment, abuse or discrimination.

I invite you to read through this Report to find out more about these highlights and other accomplishments of the Department over the past year.

The Honourable Kirsty Duncan, P.C., M.P.  
Minister of Science and Sport



## Message from Minister Joly

As Minister of Official Languages, I am pleased to present the 2017–18 Departmental Results Report for the Department of Canadian Heritage.

French and English are part of our history, our identity and are the languages of our coexistence in Canada. As Minister, I am dedicated to promoting these languages in all regions of Canada. I am therefore proud to have unveiled the Action Plan for Official Languages 2018–2023: Investing in Our Future, in March 2018.

The Plan aims to encourage the vitality of official-language minority communities and promote French and English across the country. In all, nearly \$2.7 billion over five years will be allocated to achieving these goals. This is the most significant investment in official languages to date.

In particular, the Plan will enable us to support organizations that, over the past ten years, have tirelessly served members of their communities and stayed the course despite a lack of resources. It also helps bring us together, as it encourages all Canadians to learn their second official language and to discover the wealth and diversity of English and French language cultures.

Our voice also made itself heard in other forums, including TV5MONDE and TV5 Québec Canada. In addition to opening a window on other countries, these forums enable us to advance Canadian priorities on the international stage.

I invite all Canadians to read this report to learn more about the accomplishments of the Department of Canadian Heritage, which have contributed to the vitality of our official languages and of La Francophonie.

The Honourable Mélanie Joly, P.C., M.P.  
Minister of Tourism, Official Languages and La Francophonie

## Results at a glance

2017-18 Actual spending	2017-18 Human Resources
\$1.5 billion	1,820 full time equivalents

- Following the consultations on “Canadian Content in a Digital World”, and the Creative Canada announcement of September 28, 2017, the Department produced a detailed policy framework that sets a path for growing and strengthening Canada’s culture and creative industries in the digital world of the future.
- The Action Plan for Official Languages 2018-2023: Investing in our Future includes a new investment of almost \$500 million to support official-language minority communities across the country and to promote bilingualism among Canadians, starting in 2018-19.
- The Government of Canada signed an audiovisual coproduction treaty with the Government of the Grand Duchy of Luxembourg in April 2017 and an audiovisual coproduction Memorandum of Understanding with the Belgian Communities in March 2018.
- In March 2018, the Department co-hosted a successful working meeting of international experts, civil society, platforms, and governments in collaboration with the Centre for International Governance Innovation (CIGI) and the Global Digital Policy Incubator at Stanford University.
- The University of Ottawa was selected as the independent third party administrator for the Court Challenges Program.
- The Multiculturalism Program Call for Applications announced funding priority for projects that work toward the elimination of discrimination, racism and prejudice; provide opportunities for youth community engagement; and bring people together through art, culture or sport, and funding was given for specific projects.

Our Government invested over \$600 million in nearly 6,000 Canada 150 initiatives, inviting Canadians to participate, celebrate and explore their country. According to Public Opinion Research conducted in January 2018, they responded with enthusiasm with approximately 70% of Canadian households participating in at least one Canada 150 event or activity. In total, it is estimated that over 32 million people, from Canada and abroad, participated in Canada 150. Moreover, 120 diplomatic missions abroad led 1,000 Canada 150 events.

- Budget 2016 announced an investment of an additional \$500,000 to the Canada Arts Presentation Fund in 2017-18 to help promote Canadian artists to international markets. The program awarded the totality of the funds to 19 recipients to strategically support the participation of international presenters at Canadian performing arts events and the participation of Canadian arts presenters at international events.

Budget 2017 invested \$89.9 million over 3 years to support Indigenous languages and cultures. Canadian Heritage received \$69 million from this investment. These investments are supporting community-based projects that facilitate communication in, and revitalization of Indigenous languages and oral histories.

Canada 150 Skating Day was Canadian Heritage's first use of microgrants. It also marked its first use of the Generic Terms and Conditions, a 5-year pilot project led by Treasury Board Secretariat that enables the use of innovative funding instruments via grants and contributions programs. The project distributed 300 microgrants of \$1,000 each to community organizers hosting Canada 150 Skating Day events on December 10, 2017. Among other innovations, Skating Day tested the use of a mathematical algorithm (developed by the Department using population density datasets from Statistics Canada) to automatically select recipients from among 502 applications, in a way that ensured an equitable geographical distribution of funded events.

- In June 2017, the Government of Canada, the Assembly of First Nations, Inuit Tapiriit Kanatami and the Métis National Council (on behalf of the Métis Nation) launched the co-development of First Nations, Inuit and Métis languages legislation and agreed on a collaborative engagement process.
- Early engagement on the Indigenous languages legislation concluded in February 2018, and intensive engagement is to be undertaken by Canadian Heritage with the support of the three National Indigenous Organizations during summer 2018.
- Young Canada Works in Heritage Organizations received supplemental funding under Budget 2017. This new investment helped the Young Canada Works Program create a total of more than 2,100 employment opportunities for youth in 2017–18.
- Young Canada Works in Heritage Organizations provided funding to 30 Indigenous employers, and created 63 Indigenous job opportunities for youth. The Aboriginal Heritage Component of the Museums Assistance Program provided \$1,337,201 to fund 23 projects that support the preservation, presentation, and management of Canada's Indigenous cultural heritage.
- The Government invested \$18.9 million over five years starting in 2017–18, and ongoing funding of \$5.5 million every four years thereafter to increase the participation of Indigenous children and youth in culturally relevant sport programming.
- Sport Canada collaborated with key partners to advance the development of the Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada.
- To ensure greater alignment within the sport system, Sport Canada also advanced its High Performance Sport Strategy, which seeks to build an internationally recognized athlete-centred, ethical, winning and inclusive sport system producing sustainable and improved performances at Olympic Games, Paralympic Games, and other major multi-sport games and identified World Championships.
- Sport Canada and the Public Health Agency of Canada continue to work in close partnership with provinces, territories and other key stakeholders on a coordinated pan-Canadian concussion approach. In July 2017, federal, provincial and territorial Ministers responsible for sport, physical activity and recreation agreed to a Framework for Action focusing on the areas of awareness, prevention, detection, management, and surveillance of concussions, which will further harmonize the collective approach across jurisdictions. At the same time, Parachute Canada, with the financial support of the Government of Canada, released its "Canadian Guideline on Concussion in Sport".

Canada recorded its best ever Winter Olympics performance medal-wise at the PyeongChang Olympics with 29 medals (11 gold, 8 silver, 10 bronze). Canada also recorded its best ever Winter Paralympic performance at the PyeongChang Paralympics with 28 medals (8 gold, 4 silver and 16 bronze).

- In 2017-18, the Department finalized and began to implement “A Plan for Experimentation at Canadian Heritage”, featuring planned experimentation projects for every funding program.

For more information on Canadian Heritage’s plans, priorities and results achieved, see the “Results: what we achieved” section of this report.

## Raison d'être, mandate and role: who we are and what we do

### Raison d'être

The Department of Canadian Heritage (the Department) and Canada's major national cultural institutions play a vital role in the cultural, civic and economic life of Canadians. They work together to support culture, arts, heritage, official languages, community participation, as well as initiatives tied to Indigenous languages and cultures, youth, and sport.

### Mandate and role

The Department's mandate is set out in the [Department of Canadian Heritage Act](#) and centres on fostering and promoting "Canadian identity and values, cultural development, and heritage." The Act includes the specific responsibilities of the Minister of Canadian Heritage and Multiculturalism, the Minister responsible for Sport and the Minister responsible for Official Languages as set out in federal statutes and regulations, as well as Orders in Council.

To support the commitments of the government, an overarching goal for the Department is to strengthen our cultural and creative industries. The creative industries make up an important economic sector for the Canadian economy. Canada's stories, shaped by our immense diversity, deserve to be celebrated and shared with the world. The plan is to reinvest in our important national institutions, safeguard our official languages and grow the creative economy by providing jobs and economic opportunities in our creative and heritage sectors.

For more general information about the department, see the "Supplementary information" section of this report. For more information on the organizational mandate letter commitments, see the [Ministers' mandate letters<sup>i</sup>](#).

## Operating context and key risks

### Operating context

The mandate of the Department of Canadian Heritage is to promote culture, the arts, heritage, official languages, citizen participation, Indigenous languages and culture, youth and sport initiatives. Every year the Department delivers approximately \$1.2 billion in grants and contributions to support these objectives, making up more than 85% of its budget.

The work of Canadian Heritage continues to play an important role in the lives of Canadians in a dynamic and evolving context. Globalization creates new domestic and international markets that provide significant opportunities to promote and invest in Canadian creative industries and Canadian creators. The rise of new technologies and digital platforms is changing the way Canadians create, access and experience culture. As the Canadian population becomes increasingly diverse there is an opportunity to build on Canada's strength as a diverse and inclusive society. In international surveys, Canadians are amongst the most likely to say they are "very proud" of their country. Canada can play an influential role in promoting diversity globally and sharing the lessons of its unique historical experience as a multicultural, bilingual, nation with the shared values of respect, inclusion and equality. Given the mandate and responsibilities of the Department, Canadian Heritage continues to play a key role in promoting and celebrating a strong and inclusive society that promotes innovation and economic prosperity.

As Canadian Heritage continues to ensure that its work is relevant and responsive to these drivers of change, it must also meet the changing expectations and needs of Canadians with respect to how it delivers its programs. The Government of Canada is committed to openness, transparency and modern service delivery. Canadians want their interactions

with government to be user-friendly, timely and efficient and government programs to achieve concrete results that make a difference in their lives. The Department is taking action and leading efforts for one-stop government services that are digital, transparent and can demonstrate concrete results for Canadians.

### Key risks

The work of the Department is influenced by a variety of external factors, ranging from the Canadian and global economic context, shifting demographics, and the impact of digital technology on business models and client expectations.

The Department of Canadian Heritage and Canada's major national cultural institutions play a vital role in the cultural, civic and economic life of Canadians. The Department's ability to respond to external factors and to capitalize on opportunities, while mitigating risks, ensures the Department remains relevant and responsive to the needs of Canada, and Canadians.

Canadian Heritage is completing its final year under the Departmental Risk Profile 2015-18. The Departmental Risk Profile 2015-18 identifies key risks that relate to the Department's imperative to innovate, to be modern in its service delivery, ensure policy readiness, to enable the cultural and creative economy to seize opportunities, as well as to successfully deliver on major initiatives such as the Canada 150 celebrations.

In early 2018, the Department launched a medium-term policy exercise with a plan to provide innovative policy advice and inform Government-wide thinking through Deputy Minister Committees on a range of emerging global and national trends that affect Canadian Heritage policies and programs. The Department continues to work with partners and stakeholders to identify suitable policy actions to close potential gaps related to readiness for the future.

The Department has continued to build on innovation and experimentation in programs, policies and service delivery as a way of developing new approaches to address existing problems and building on future possibilities. In 2018, Canadian Heritage advanced a number of innovation and experimentation initiatives that relate to the Department's core business. Notably, more than 40 experimentation proposals were developed across the Department, involving 90% of the Department's Transfer Payment Programs. Implementation of many of these experiments commenced in 2017-18, with results of the experiments expected in 2018-19 and 2019-20.

Through the testing of new approaches the Department is continuing to improve the way it delivers grant and contribution funding to recipients through the Grants and Contributions Modernization Project. The Grants and Contributions Modernization Project has been underway in the Department since 2010 to provide clients with an accessible, standardized, and online funding process.

As part of the 150<sup>th</sup> anniversary of Confederation, the Department successfully supported the year-long celebration through a wide range of national and local community events and initiatives. A solid foundational structure and guiding framework developed in the early stages of the project kept Canada 150 on track to operate effectively and collaborate efficiently to deliver on goals, create maximum recognition and sustain momentum until the end of 2017.

Micro-missions were an innovative way for the Canada 150 Federal Secretariat to recruit employees with different skill sets and a variety of perspectives, as well as having a good representation of federal mandates from across the government. Creative collaborations increased opportunities to reach a broad spectrum of people, create excitement and showcase innovative ways of working with partners.

Expanding on Canada 150's accomplishments, the Department will continue to build on lessons learned, and play a leadership role to proactively prevent or respond to risks that may affect major initiatives and highly visible events.

## Key risks

Risks	Mitigating strategy and effectiveness	Link to the Department's Programs	Link to mandate letter commitments or to government wide and Departmental priorities
Innovation and Policy Readiness	Implement medium-term policy with a focus on innovation	Linked to all Programs	Supports Government commitments to deliver results to Canadians including through innovation and experimentation
Fully Modernized Program and Service Delivery	Develop streamlined service delivery model that supports an on-line service	Linked to all Programs	Government is open, innovative and modern in service delivery and the digital engagement of Canadians
Canada 150	Integrate Canada 150 objectives into program delivery; implement a strong and proactive communication strategy	Linked to all Programs.	Champion government-wide efforts to promote Canada 150

## Results: what we achieved

In 2016, the Treasury Board Secretariat introduced a new Policy on Results which resulted in the suspension of the use of the Program Alignment Architecture for planning and reporting purposes in 2017-18. Consequently, some targets and planned achievement dates could not be reviewed or adjusted.

## Programs

### Arts

#### Description

The Arts Program improves Canadians' opportunities to engage with the arts, contributes to the resilience of the arts sector and deepens the connections between cultural organizations and their communities. This Program encourages access and participation, resilience and excellence in the arts for all Canadians by supporting institutions that offer artists and performers training of the highest calibre in preparation for professional careers, the presentation of professional arts festivals or performing arts series, the improvement of arts and heritage infrastructure, the improvement of business practices of arts and heritage organizations, and the development of partnerships in the sector. Policy, legislative and regulatory measures targeting the Canadian arts sector also further this Program's objectives.

#### Results

The Arts Program supported opportunities for Canadians to participate and engage in the arts, whether in a large urban centre or a rural community, creating shared experiences and fostering a sense of belonging. Through an investment of \$202,744,701 the Department delivered programs that engaged Canadians in their communities by investing in cultural infrastructure, professional arts presentation, high calibre professional artistic training as well as the organizational and financial resilience of professional arts and heritage organizations.

The Arts Program invested \$168.2 million in support of more than 260 cultural infrastructure projects over two years (2016-17 and 2017-18) as part of the Investing in Canada Plan social infrastructure investment, through supplemental funding to the Canada Cultural Spaces Fund.

The Arts Program recorded the following achievements:

- Through the Canada Arts Presentation Fund, the Arts Program contributed to opportunities for Canadians to experience and celebrate artistic diversity during Canada 150. For example, the 2017 Winterset in Summer Literary Festival, held in Eastport, Newfoundland and Labrador, included a writer's panel discussion on Canada's 150 anniversary. The discussion focused on the writings and life of Joseph Smallwood, one of the leaders of the movement that led to the Newfoundland confederation with Canada in 1949.
- In support of the Government of Canada's Creative Export Strategy, the Arts Program, through the Canada Arts Presentation Fund, provided strategic investments to arts festivals and showcasing events that contributed to a favourable environment for Canadian cultural export by promoting Canadian artists to international markets. Supplemental funding was awarded to 19 recipients to:
  - support incoming international presenter delegations to attend Canadian festivals and performing arts events to build international market opportunities for Canadian artists; and,
  - support the reciprocal participation of delegations of Canadian arts presenters at international events.
- Together with the Canada Council for the Arts, the Arts Program engaged the Cultural Human Resources Council to conduct the [2017 National Compensation Study for Management and Administration in Not-for-profit Arts Organizations](#).
- The Arts Program published the results of the Arts and Heritage Access and Availability Survey, which studied Canadians' behaviours, motivations and barriers to arts participation and engagement.
- The Arts Program demonstrated ongoing achievement of targeted results:
  - The Canada Arts Presentation Fund and the Canada Cultural Spaces Fund created opportunities for Canadians in a variety of communities to have access to professional arts and heritage activities. These two programs were able to bring arts and culture experiences to Canadians by funding 890 projects in 318 communities, of which 69% were rural (220 communities). This result is 19 percentage points above target and comparable to the 2016-17 results;
  - The Canada Arts Presentation Fund provided funding to 249 festivals, 307 performing arts series, 91 organizations that presented both a festival and a series, as well as 31 presenter support organizations. Recipients reported an estimated attendance at funded activities of more than 19 million attendees (calculated as a five-year rolling average), which is lower than the target of 21.5 million attendees. The Program is monitoring this result;
  - The Canada Cultural Investment Fund (CCIF) Strategic Initiatives component supports partnerships, connectivity and innovation in the arts and heritage sector.

In 2017-18, in addition to funding received from the Department, component recipients had an average of 4 project funding sources which is a slight increase from 2016-17.

**Results achieved**

Expected results	Result indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
The resilience of arts and heritage organizations receiving Canadian Heritage support is strengthened.	Average number of funding sources (other than Canadian Heritage), for each recipient.	5	March 31, 2017	4	3	8
Canadians in a variety of geographic communities have access to arts, culture and heritage activities.	Minimum percentage of communities reached by the Canada Arts Presentation Fund and the Canada Cultural Spaces Fund that are rural and remote.	50	March 31, 2017	69	68	67
	Minimum number of annual attendees, in millions, to activities funded by the Canada Arts Presentation Fund.	21.5	March 31, 2017	19	21	21.13

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
206,997,272	206,997,272	205,844,084	202,744,701	-4,252,571

**Human resources (full-time equivalents)**

2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
151.1	140.5	-10.6

## Cultural Industries

### Description

This Program supports Canadian cultural industries in adapting to a changing and challenging global marketplace. This is achieved through the delivery of grants, contributions and tax credits as well as policy, regulatory and legislative measures. Fostering the competitiveness and creative output of these industries ensures that Canadian and international audiences access a range of Canadian content across a variety of formats and platforms and contributes to the Canadian economy.

### Results

The Cultural Industries Program recorded the following achievements:

- Approved additional funding to the Canada Book Fund that enabled Canadian publishers, directly or through collective initiatives, to break into new markets and to further develop their share of existing markets. These funds also allowed Canadian writers to increase their visibility, make professional contacts in international markets and reach new readers. For example, the funding helped a group of 45 Canadian French language publishing firms to increase their international sales and gain access to markets like Algeria, Lebanon, Morocco and Tunisia. This approach will eventually consolidate the presence of Canadian books in the international market and stimulate exports, thereby supporting the Canada Book Fund's mandate, which is to expand the global consumer reach of Canadian-authored books.
- Continued to pursue audiovisual coproduction treaty negotiations with several countries in 2017–18, including Australia, France and Switzerland;
- Invited both South Africa and South Korea to negotiate modernized coproduction treaties, and officially initiated negotiations with Ukraine;
- Continued to promote La Francophonie as a partner of TV5, which gives Canadians access to unique content from around the world (TV5 Québec Canada) and provides international visibility to French-language Canadian content (TV5MONDE).
- Through the TV5 partnership which now reaches more than 354 million households in more than 200 countries and territories, supported and increased presence of Canadian content to an unprecedented level: now more than 12% of airtime, a significant increase compared to 9.86% in 2016–17; and,
- Since January 2018, Canada has assumed a two-year term presidency of TV5. This responsibility is assumed in turn by each of the donor governments (Canada, Fédération Wallonie Bruxelles, France, Quebec, Switzerland).
- In collaboration with Innovation, Science, and Economic Development Canada, set in motion the Parliamentary review of the Copyright Act, and engaged stakeholders on a comprehensive reform of the Copyright Board of Canada;

Following the consultations on “Canadian Content in a Digital World,” the Department examined the Government of Canada’s current cultural policy toolkit and developed the Creative Canada Policy Framework announced by the Minister on September 28, 2017. Creative Canada is built on three pillars:

- Invest in our creators and cultural entrepreneurs: all of the professionals who contribute to the creation and production of work, from artists to writers, producers and directors and their stories.
- Promote discovery and distribution of Canadian content at home and abroad.
- Strengthen public broadcasting and support local news.

- Issued Public Notice (2017-01) on March 6, 2017, outlining a new policy allowing productions shown exclusively online to be eligible for the Canadian Film or Video Production Tax Credit, and continued to implement the policy during 2017–18; and,
- Continued improvement of the client experience with the Canadian Audio-Visual Certification Online application system. Through new system updates in July and December 2017, improvements were made to a number of features to make the system more user-friendly.
- The talent of Canada Music Fund supported artists is recognized at national and international award ceremonies:
  - Sixty-eight percent of 2018 JUNO Award recipients and 60% of all nominees had benefited from CMF funding at some point in their career within categories funded by the Canada Music Fund;
  - The Polaris Music Prize rewards the most critically acclaimed album of the year by a Canadian artist regardless of music genre or sales; of 10 albums shortlisted for the 2017 award including the prize recipient, nine were by artists that received Canada Music Fund support at one point in their career; and,
  - Artists who had received Canada Music Fund support at some point in their career were nominated for Grammy awards in 2018, including Sarah McLachlan, Arcade Fire, Daniel Caesar, The Weeknd, Jane Bunnett, and Alex Cuba.
- Other initiatives supported by Canadian Heritage included:
  - The “Showcasing Canada’s Cultural Industries to the World” initiative, which included an additional investment of \$3.3 million allowed the Canada Music Fund to implement over 650 additional projects focused on touring and promotion of Canadian artists in international markets, which benefited more than 250 Canadian artists;
  - 27 collective showcasing projects that benefited nearly 650 Canadian artists;
  - The participation of 150 foreign buyers in trade missions in Canada through the increased funding with the goal of entering into contracts and agreements with Canadian music artists and entrepreneurs;
  - A pilot designed to amplify the spotlight on the Canadian music industry at a world renowned bilingual festival.

**Results achieved**

Expected results	Result indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
A range of Canadian cultural content is created and produced.	Degree to which, on a scale of 1 to 5, performance measurement framework targets that illustrate that a range of Canadian cultural content is created and produced are achieved.	5	March 31, 2017	5	5	5
Canadian cultural content is accessible in Canada and abroad.	Degree to which, on a scale of 1 to 5, performance measurement framework targets to illustrate the accessibility of Canadian cultural content in Canada and abroad are achieved.	5	March 31, 2017	4.5	4.6	4.5
Canadian cultural industries supported by Canadian Heritage contribute to the economic prosperity of Canada.	Cultural Industries portion of Culture Gross Domestic Product (GDP), in billions of dollars.	25.5	March 31, 2017	28.22*	27.77*	27.60*

\*Results are from previous fiscal years.

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
307,637,660	307,637,660	312,351,812	309,422,120	1,784,460

**Human resources (full-time equivalents)**

2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
247.4	247.7	0.3

## Heritage

### Description

The Heritage Program ensures that Canada's cultural heritage is preserved and accessible to Canadians today and in the future. It enables the heritage sector to improve professional knowledge, skills and practices, to preserve and present heritage collections and objects, and to create and circulate exhibitions and other forms of heritage content. This is accomplished by providing funding such as grants, contributions and tax incentives; information, expertise, training and other services; and regulatory and legislative measures. The primary goal of this Program is to promote the preservation and presentation of Canada's cultural heritage.

The Museums Assistance Program provided \$1,337,201 to fund 23 projects that support the preservation, presentation, and management of Canada's Indigenous cultural heritage through the Aboriginal Heritage Component.

### Results

The Heritage Program recorded the following achievements:

- In 2017–18, the Museums Assistance Program gave priority to museums' projects celebrating significant moments that have contributed to the history of our country. Two projects specifically related to Canada 150 were supported this year, in addition to 12 projects commemorating major events in Canadian history;
- In the lead-up to the Canada 150 celebrations, the Department's Canadian Conservation Institute undertook:
  - The treatment or analysis of various objects which were at the heart of exhibitions marking the sesquicentennial year, including the Maurice "Rocket" Richard Hockey Jersey, from the Canadian Museum of History in Gatineau, Quebec, and the Victory Loan Campaign Honour Flag from the Peel Art Gallery, Museum and Archives (PAMA) in Brampton, Ontario;
  - The treatment of the Royal Coat of Arms of the United Kingdom of Great Britain and Ireland, from the Pointe-à-Callière Montréal Archaeology and History Complex, which was exhibited as part of Montréal's 375th anniversary events; and,
  - Support for Public Services and Procurement Canada in the rehabilitation of the Centre Block within the Parliamentary Precinct, by identifying and documenting original materials in heritage interior spaces in preparation for the move of heritage assets, and to the conservation treatments of significant collections (ex. furniture, upholstery, frescoes, carvings) to maintain and protect the heritage elements which have come to symbolize Canada's parliamentary democracy.
- Young Canada Works in Heritage Organizations provided funding to 30 Indigenous employers, and created 63 Indigenous-focused job opportunities for youth;
- Drawing on the lessons learned through two ambitious pilot projects, the Department's Canadian Heritage Information Network began a multi-year project to modernize Artefacts Canada, Canada's national inventory of museum objects. The modernization is based on a linked open data model providing Canadians with the opportunity to discover new themes and relationships linking Canada's treasures and the creators behind them. In the interim, the Canadian Heritage Information Network introduced a new contribution process to facilitate updates and the uploading of data and image files by partner museums; and,

- The Canada Travelling Exhibitions Indemnification Program continued to implement the several recommendations of its 2016-17 evaluation, including:
  - Improving the efficiency of the decision making process resulting in more timely decisions for applicants; and,
  - Developing and posting a self-assessment questionnaire to help potential applicants determine if their project is a good candidate for the Program prior to submitting their application.

### Results achieved

Expected results	Result indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
Heritage organizations and heritage workers have improved their professional knowledge, skills and practices.	Percentage of participants who report an improvement in professional knowledge, skills or practices.	90	March 31, 2018	93	91	91
Heritage collections are preserved by heritage organizations for current and future generations.	Number of heritage collections and objects whose preservation has been supported by Canadian Conservation Institute, Museums Assistance Program and Movable Cultural Property Program interventions.	50,000*	March 31, 2018	325,362	109,754	111,013
Canadian and international audiences access content presented by heritage organizations.	Number of visitors to travelling exhibitions supported by the Canada Travelling Exhibition Indemnification Program or the Museums Assistance Program.	1,600,000	March 31, 2018	2,073,444	2,034,405	2,442,255

\*Given that it is impossible to predict the number of requests that will be made by Heritage organizations, the target was established based on numbers from previous years.

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
33,412,967	33,412,967	39,904,080	38,214,753	4,801,786

**Human resources (full-time equivalents)**

2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
115.2	125.2	10.0

**Attachment to Canada****Description**

This Program strengthens Canadian identities by promoting pride and a shared purpose among Canadians. It celebrates and commemorates Canada and enhances understanding of shared values, cultural diversity and knowledge of Canada. Also, it promotes civic education and participation among Canadians, including youth, as well as provides them with the opportunity to learn about and understand Canada's society, diversity, history and institutions. This is achieved through delivering programs and services in the form of grants and contributions. The core concept of this program is to promote knowledge and experiences of Canada among Canadians.

More than 3,000 applications to the Canada 150 Fund were received from across Canada. In total, 38 pan-Canadian Signature projects and 636 Community projects were approved which, when combined, delivered more than 3,000 events to communities in every province and territory, focussing on diversity and inclusion, engaging and inspiring youth, Indigenous reconciliation, and the environment.

**Results**

The Attachment to Canada Program recorded the following achievements:

- Through a partnership with Community Foundations of Canada, Canada 150 invested \$8 million in over 2,100 micro-grants, which leveraged almost 110,000 volunteers, reached 85% of Canadian communities and 22.5 million Canadians. Legacies left by the projects are envisioned as including greater community capacity and new skills, new relationships between community members, and innovation through new and pilot projects.
- The government supported close to 1,700 community led Celebrate Canada events. In addition, large-scale events in 19 urban centres drew 3.3 million participants and a further 32.1 million viewers joined in on multiple platforms, including:
  - On National Aboriginal Day (June 21), an estimated 1.3 million people watched the festivities in person or on television and online. Additionally, the Prime Minister announced that National Aboriginal Day would be renamed National Indigenous Peoples Day, an important step in the reconciliation process;
  - Saint-Jean-Baptiste Day (Fête nationale du Québec, June 24) saw more than 160,000 Quebecers, Francophones and Francophiles take part in festivities across the country;
  - On Canadian Multiculturalism Day (June 27), 24,000 Canadians attended celebrations; and,

- An estimated 3 million people attended Canada Day festivities in 19 cities on July 1. Viewership on television and online reached 15 million.
- The Canada History Fund focused on a number of priorities, including:
  - Projects to increase awareness of the history of Indigenous peoples in Canada, such as the Treaties and the Treaty Relationship publication, developed by Canada's National History Society, and the highly successful Indigenous Perspectives Education Guide, which are teaching tools developed by Historica Canada;
  - The Government of Canada History Awards which recognized 172 high school and 20 university students for projects on Canadian history-related topics;
  - Canada History Week (November 20 to 26, 2017) with the theme of Human Rights in Canada; collaborating with Historica Canada to produce a new digital magazine (which received over 44,100 page views), and three animated short videos in English and in French (which received 1.5 million views); and,
  - Continued to implement its evaluation recommendations including: implementing an annual application deadline to encourage new applicants, which met with considerable success.
- In 2017-18, Exchanges Canada:

Exchanges Canada contributed to the “Roadmap for Canada’s Official Languages 2013-2018: Education, Immigration, Communities” action plan by providing support to Experiences Canada, which allowed for 2,786 bilingual exchanges in 2017-2018 and delivered 241 exchanges in official languages minority communities.

- Supported forum and exchange initiatives that provided over 13,250 youth with opportunities to learn and experience Canada’s diversity, connect with each other in their communities and enhance their appreciation of Canada’s diverse cultural expressions, history and heritage;
- Promoted the departmental priority of Canada 150 through its component Youth Forums Canada by funding projects that marked the national celebration, reaching 6,525 youth across the country; and,
- Continued to implement its evaluation recommendations by experimenting with approaches to increase youth responses to online post-participation surveys. This has included rolling out the participant online surveys to a greater number of recipient organizations.
- In 2017-18, Youth Take Charge:
  - Continued to help implement the departmental priority of Canada 150 by supporting two Canada 150 signature projects that provided youth with opportunities to engage directly in activities taking place in communities across the country. These projects, led by Apathy is Boring and Experiences Canada, provided opportunities for more than 36,000 youth across Canada to have conversations about the future of the country, and to be equipped with leadership and engagement skills for action in their communities;
  - Supported opportunities for more than 835,000 Canadian youth to be actively engaged in their communities. Funded organizations such as WE Charity, Canadian Red Cross Society, CIVIX, Scouts Canada, Canadian Roots Exchange, and The Canadian Centre for Gender and Sexual Diversity to provide youth in every province and territory with experiences of learning and leadership development, civic engagement and exchanges with their peers; and,

- Experimented with mechanisms for collecting results information by designing participant surveys to be delivered through social media platforms.

### Results achieved

Expected results	Result indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
Knowledge of and appreciation for Canada's shared values and common interests by Canadians, including youth.	Percentage of Canadian participants in Canadian Heritage programs who report increased level of knowledge of and appreciation for Canada.*	75	March 31, 2019	<u>Youth Take Charge</u> <u>respondents:</u> 81% reported feeling more attached to Canada ** 93% reported realizing that they have something in common with other young people in Canada ** <u>Exchanges Canada</u> <u>respondents:</u> 82% reported learning new things about Canada 80% reported feeling more attached to Canada 80% reported having something in common with other young people in Canada	<u>Youth Take Charge</u> <u>respondents:</u> 69% reported feeling more attached to Canada 81% reported realizing that they have something in common with other young people in Canada <u>Exchanges Canada</u> <u>respondents:</u> 87% reported learning new things about Canada 81% reported feeling more attached to Canada 84% reported having something in common with other young people in Canada	84% reported learning new things about Canada 92% reported creating new ties with people from other communities 85% reported having a better understanding of what Canadians have in common 89% reported appreciating the diversity of Canada 71% reported feeling more attached to Canada 83% reported realizing that they have something in common with other young people in Canada
Canadians have shared experiences that promote a sense of pride.	Percentage of Canadians who report being proud or very proud to be Canadian.	89	March 31, 2018	88	87	n/a

\* Results are from previous fiscal year

\*\*The post-participation survey was simplified in April 2016, therefore 2017-2018 results are not directly comparable to previous years.

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
159,884,857	159,884,857	192,537,523	196,597,782	36,712,925

**Human resources (full-time equivalents)**

2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
228.7	210.7	-18.0

**Engagement and Community Participation****Description**

This Program aims to engage Canadians and provide them with opportunities to participate in the civil, social and cultural aspects of life in Canada and in their communities. This is accomplished through funding programs and initiatives that support the efforts of communities to build stronger citizen engagement and social inclusion through the performing and visual arts; express, celebrate and preserve local heritage; contribute to increasing the respect for and awareness of human rights in Canada; and develop innovative and culturally appropriate initiatives to support the efforts of Indigenous communities in the revitalization and preservation of their languages and cultures. This Program has strong social benefits, as it contributes to the preservation of the history and identity of Canada's diverse communities, while offering a way for traditions and identities to evolve over time. The Program supports the Department's mandate to strengthen Canadian identity and values, and build attachment to Canada.

Note: The activities of the Canada 150 Secretariat are presented in this section.

**Results**

The Engagement and Community Participation Program recorded the following achievements:

- 2017 was an extraordinary year, with more than 32 million people participating in the milestone celebrations. While Canadian Heritage was mandated to lead a whole-of-government approach to the celebrations, the Canada 150 year could not have been such a great success without the full engagement, support and collaboration of federal, provincial, territorial and municipal partners, as well as the private and non-profit sectors. Canadians wanted to be engaged in the sesquicentennial, to have their voices heard and to be inspired. In response, Canada 150 was driven by grassroots, citizen-led projects. As a result, each Canadian made Canada 150 their own, inspired a spirit of conversation and optimism, and created networks across the country that brought people together. The progress made in key areas included: better opportunities for youth, a healthy natural environment, newcomers to Canada being better equipped to contribute to our society, equality for all Canadians, and a way forward in our dialogue with Indigenous peoples in Canada.

More than 5,800 Canada 150 projects and events were supported across all provinces and territories and 1,000 events were led by 120 diplomatic missions abroad.

- Over 57 federal institutions designed, developed and delivered a total of 339 Canada 150 initiatives;
- The Canada 150 logo was downloaded nearly 15,000 times by individuals for their personal use,

and 10,000 applications were made to the Department for the logo's commercial use, reaching Canadians in every corner of the country and abroad, on tens of thousands of items and products;

- Throughout 2017, the hashtag #Canada150 averaged 100,000 mentions per week and reached 2 billion social media impressions by the end of the year. The combined reach of the 109 Canada 150 Ambassadors on social media channels was more than 115 million. The diversity of talent and achievement represented by the Ambassadors amplified the resonance of Canada 150 at home and abroad and created inspirational impacts for youth and newcomers;
- In partnership with the Federation of Canadian Municipalities, more than 800 Canada 150 Community Leaders were identified in more than 400 municipalities in all 13 provinces and territories. The Community Leaders program forms a legacy for Canada 150 in its creation of a ready-made network of highly engaged citizens at the grassroots level. Approximately 30% of community projects will leave lasting tangible legacies, ranging from the installation of public art, monuments and historical markings to the creation of new documentaries and digital archives;
- Canada 150 Closing Events on Parliament Hill in December 2017 provided an opportunity to close out this year-long anniversary celebration and to bid farewell to Canada 150 in true winter style with a variety of cultural and sports activities, as well as programming that supported reconciliation with Canada's Indigenous Peoples. The Canada 150 Rink will be donated to a local community and serve as a lasting legacy for the next 25 years; and,
- Canada was ranked the number one place to visit in 2017 by the New York Times, Lonely Planet, and Travel + Leisure, and had its biggest tourism year ever in terms of international visitors.
- Projects supported by Building Communities Through Arts and Heritage sub-program have enabled Canadians to continue to be engaged in their communities through local arts and heritage by:
  - Supporting local festivals across the country, such as the Snowking's Winter Festival in Yellowknife. The festival programming includes musical and dance performances, presentations of theatre and visual art, and other arts and cultural activities all within an elaborate outdoor snow castle. The festival typically has an audience of over 15,000 people.
  - Contributing to 65 commemorative projects recognizing significant local historical events and personalities. For example, the Legacy Fund supported the creation of a memorial in Welland, Ontario, honouring over 130 men who died between 1914 and 1932 while building the Welland canal. The Legacy Fund also supported the creation of a monument commemorating the 100th anniversary of the death of Lieutenant-Colonel Sam Sharpe, a First World War hero from Uxbridge, Ontario, who died by suicide after suffering from what is now recognized as post-traumatic stress disorder; and,
  - Making improvements to better serve Canadians based on the recommendations of the 2016–17 evaluation. For instance, the revision process for online funding applications is less cumbersome for not-for-profit organizations and administrative tasks have been automated to deliver funding decisions in less time.

Building Communities Through Arts and Heritage provided support to more than 790 festivals, including Indigenous cultural celebrations and Pride festivals, which showcased local talent across the country.

- Budget 2017 invested \$89.9 million over 3 years to support Indigenous languages and cultures. Canadian Heritage received \$63 million from this investment. The Aboriginal Peoples' Program uses this investment to support community-based projects that facilitate communication in, and revitalization of, Indigenous languages and oral histories, including:

- Enabling the Aboriginal Languages Initiative component to support over 200 projects in 2017–18 aimed at the revitalization, preservation and promotion of Indigenous languages compared to 83 during the previous year;
- Providing opportunities for 4,074 people, who completed 17,738 hours of instruction in participatory projects through the Aboriginal Languages component.<sup>1</sup>
- Supporting communities in developing strategic plans for the preservation, promotion and revitalization of their Indigenous languages. For example, the Mohawk community of Kahnawà:ke, in Quebec, has recently completed “Enionkwaió’ten”, a five-year strategic community language plan for language revitalization. The community, elders and language organizations were mobilized to develop this plan together;
- Increasing the number of the recipients supported by the National Aboriginal Broadcasting component from 17 in 2016–17 to 20 in 2017–18; and,
- The APP also funds the preservation, development and enhancement of Indigenous languages in the North through the Territorial Languages Accords.

- On June 15, 2017, Canadian Heritage, the Assembly of First Nations, Inuit Tapiriit Kanatami and the Métis National Council (on behalf of the Métis Nation) launched the co-development of the First Nation, Inuit and Métis languages legislation that was initiated with an agreed upon collaborative engagement process in 2016. Early engagement on the First Nations, Inuit and Métis languages legislation concluded in February 2018, and intensive engagement was undertaken by Canadian Heritage with the support of the three National Indigenous Organizations during summer 2018.
- The Multiculturalism Program call for applications announced a funding priority for projects that worked toward the elimination of discrimination, racism and prejudice; provided opportunities for youth community engagement; and brought people together through art, culture or sport:
  - In the context of Canada 150, Canada’s recognition of the International Decade for People of African Descent and the ongoing efforts to better promote the experiences of Black Canadians outside of Black History Month, the Multiculturalism Program worked with the Black Canadian Network to support the organization’s hosting of Canadian Heritage’s “On the Road North” travelling exhibit. The exhibit was presented during annual Emancipation Day Celebrations in Toronto, Ontario (August 5 to 7, 2017) as a means of facilitating access to public education and outreach resources.
  - As part of the Government of Canada’s 2018 Black History Month Campaign (February), the Multiculturalism Program facilitated public access to the “On the Road North” travelling exhibit in collaboration with community organizations and Canadian Heritage Regional Offices in five locations across Canada (Ottawa, Gatineau, Montréal, Whitby, and Winnipeg);
- The Multiculturalism Program provided \$7 million in grant payments and \$2 million in contribution payments to support 282 initiatives that promoted positive interaction between cultural, religious, and ethnic communities in Canada in addition to promoting the expression of Canadians’ multiple identities. Of these, \$118,395 in funding was provided for eight Asian Heritage Month 2017 (May) initiatives, and \$320,614 in funding was provided for 29 Black History Month 2018 initiatives.

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<sup>1</sup> Results are from previous fiscal year

Did you know? The Canada.ca human rights portal is the primary means of reaching the general public and providing information on Canada's domestic and international human rights commitments. Through this website, information can be found on domestic and international human rights treaties, Canada's reports to the UN, briefing materials to the UN, links to the resources of other organizations and informative websites, and, order forms for the distribution of human rights publications such as the [Canadian Charter of Rights and Freedoms](#) and the [Canadian Bill of Rights](#).

- The Department continued to implement the Court Challenges Program. Since the announcement of the Program's re-establishment in February 2017, the University of Ottawa was selected as the independent body that will be managing the Program and a five-year contribution agreement was put into place. The Expert Panel Selection Committee was appointed, and conducted the selection process for the expert panel members with appropriate care, diligence and transparency, to support the Ministerial nomination process.
- Coordinated the federal, provincial and territorial preparation for Canada's reports to international organizations for:
  - The review of Canada's first report on the Rights of Persons with Disabilities: First Report of Canada. Canada appeared before the UN Committee on the Rights of Persons with Disabilities on April 3-4, 2017. Working in collaboration with the Department of Employment and Social Development, Canadian Heritage consulted with provincial and territorial governments in preparation for Canada's appearance. The Department was a member of the delegation and represented both the department and provincial and territorial governments not in attendance;
  - The review of Canada's twenty-first and twenty-third joint reports on the International Convention on the Elimination of All Forms of Racial Discrimination. Canada appeared before the UN Committee on the Elimination of Racial Discrimination on August 14-15, 2017. The Department of Canadian Heritage coordinated the preparations for Canada's appearance, including with federal departments and with provincial and territorial governments. The Department also assumed the role of Head of Delegation for Canada. The Department held an engagement session in June 2017 with civil society organizations and Indigenous groups; and
  - Canada's third report under the [Universal Periodic Review](#) was submitted to the United Nations on March 9, 2018. The Department of Canadian Heritage drafted the report over 2017, in collaboration with other federal departments and provincial and territorial governments. The Department engaged with civil society organizations and Indigenous groups in the preparation of Canada's report, including inviting comments on the draft report from a limited number of organizations. The Department also launched preparations for Canada's May 2018 appearance before the United Nations Human Rights Council, in consultation with federal departments and provincial and territorial governments. The preparations included an engagement session in March 2018 with civil society organizations and Indigenous groups.

**Results achieved**

Expected results	Result indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
Canadians are engaged and have the opportunity to participate in social and cultural aspects of community life in Canada.	Number of volunteers on average per Building Communities Through Arts and Heritage project.*	112	March 31, 2019	179	153	172
	Number of opportunities taken by Canadians to participate in social aspects of community life by seeking out information about human rights issues in Canada made available by the Human Rights Program.	57,000*	March 31, 2018	360,661	122,368	183,808
	Number of Canadians (Aboriginal Peoples' Program participants) engaged in social and cultural aspects of community life in Canada.*	3,250	March 31, 2018	4,074*	5,177*	6,309*
Canadians feel a sense of belonging to Canada.	Percentage of Canadians who report a strong sense of belonging to Canada.	90	March 31, 2021	88	90	n/a

\* APP has improved its reporting practices in recent years. Numbers vary significantly from year to year depending on the types of proposals received and funded (i.e.: books vs. classes).

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
92,288,905	92,288,905	106,739,816	83,469,518	-8,819,387

**Human resources (full-time equivalents)**

2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
168.4	203.0	34.6

**Official languages****Description**

The Official Languages Program of Canadian Heritage plays an important role in the horizontal coordination of official languages within the federal government and especially with respect to coordination and support to federal institutions in the implementation of the government's commitment towards the development of official-language minority communities and the promotion of linguistic duality, pursuant to section 42 of the Official Languages Act. Canadian Heritage is also responsible for the planning, implementation and management of the Official Languages Support Programs pertaining to the promotion of linguistic duality within Canada and the development of official-language minority communities, in accordance with section 43 of the Official Languages Act. These activities contribute to achieving the following Government of Canada Outcome: "A diverse society that promotes linguistic duality and social inclusion".

**Results**

The Official Languages Program achieved the following:

- The Official Languages Support Programs invested approximately \$348.1 million in funding through core activities to improve access for official-language minority communities to quality education and other programs and services, in their language in their communities. The Programs also continued to help Canadians recognize and support both official languages as a fundamental value of Canadian society and to foster a mutual understanding and appreciation between English and French speaking Canadians.

The Government of Canada announced a new investment of nearly \$500 million over five years to strengthen official language minority communities (\$267 million), improve access to services in the minority language (\$129 million), and to promote bilingualism in Canada (\$100 million).

- Contributed to the continued coordination of the implementation of the Roadmap for Canada's Official Languages 2013-18;
- Developed a new Action Plan for Official Languages 2018-23. Initiatives from seven different departments and agencies include, amongst others, support for community organizations and community media; support for the creation of educational and community infrastructure; support for early childhood training and services; support for francophone immigration; support for the recruitment of French language teachers; improve access to Justice and Health services; the introduction of scholarships to support English-language students enrolling in post-secondary

studies in French; and, the launch of a free mobile application for second-language learning;

- Organized the 22nd ministerial conference on the Canadian Francophonie in collaboration with the Bureau de coordination nationale. Discussions included government services to the public, planning for the Forum sur l'immigration francophone in 2017 and the legacy of Canada 150 for francophone and Acadian communities; and,
- Pursued negotiations for the next Protocol for Agreements for Minority-Language Education and Second-Language Instruction with the Council of Ministers of Education, Canada;
- With Treasury Board Secretariat, continued to implement a common interdepartmental coordination approach on their interventions as they pertain to various components of the Official Languages Act. Both institutions jointly collected data from federal institutions in order to support reporting efforts. This year, 78 federal institutions submitted a review on official languages that highlighted the steps taken to foster the vitality of English and French in Canada.

### Results achieved

Expected results	Result indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
Canadians recognize and support linguistic duality.	Percentage of bilingualism amongst Canadian youth (15–19 years old).	20	March 31, 2018	24.7	24.7	22.6
	Percentage of the population who agree that the two official languages in Canada (English and French) are an important part of what it means to be Canadian.	60	March 31, 2018	70	70	70

### Budgetary financial resources (dollars)

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
363,467,127	363,467,127	367,001,385	364,304,521	837,394

### Human resources (full-time equivalents)

2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
149.0	143.9	-5.1

## Sport

### Description

This Program promotes development and excellence in sport among Canadians and Canadian communities through initiatives that provide direct support to Canadian high-performance athletes; enhance Canada's ability to host the Canada Games and international sport events in Canada; support the development of excellence in the Canadian sport system; and contribute to increasing participation in sport by Canadians of all ages and abilities. The core concept of this Program is to enhance and promote Canadian participation and excellence in sport, by providing funding, expertise and other services to Canadian athletes, sport organizations, stakeholders and event organizers.

### Results

The Sport Program recorded the following achievements:

- Collaborated with the Public Health Agency of Canada, Provinces and Territories and other key partners to advance the Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada focusing on physical activity and its relationship to sport, recreation, and health, with an emphasis on collectively increasing physical activity and reducing sedentary living in Canada.
- Prioritized initiatives for Indigenous Peoples:
  - Budget 2017 invested \$18.9 million over five years starting in 2017–18, and ongoing funding of \$5.5 million every four years thereafter to support indigenous youth and sport. This included funding to the Aboriginal Sport Circle, a national organization for indigenous sport, as well as funding to the provinces and territories to deliver culturally relevant sport programming in indigenous communities;
  - Provided \$3.5 million for the hosting of the North American Indigenous Games in Toronto from July 16 to 23, 2017; and
  - Collaborated with Indigenous Services Canada to deliver culturally relevant sport programming in Indigenous communities. Approximately \$4.85 million was provided to 11 national organizations to pilot physical activity and sport projects in 61 First Nation communities across the country. At present, 6,145 First Nation students, 595 parents/community members, 364 on reserve teachers, and 212 Elders are participating in the ongoing pilot projects. All pilots were ongoing until March 31, 2018, and each organization has submitted a final project report on the results.

The city of Winnipeg, Manitoba hosted the 2017 Canada Summer Games from July 28 to August 13, 2017. The 2017 Games, which took place in the 50th anniversary year of the Canada Games, provided an opportunity to celebrate youth and Canadian culture during Canada 150. Considered a major stepping stone for participants on their way to becoming high-performance athletes, the Games attracted over 4,300 athletes, coaches, and officials.

- The 25<sup>th</sup> edition of the 2018 Arctic Winter Games were held in the South Slave Region of the North West Territories, March 18 to 24, 2018. The Arctic Winter Games are a multisport games for northern circumpolar youth athletes, both Indigenous and non-Indigenous, that showcase unity, sport, culture, youth, volunteerism and teamwork. The athletic competition features modern sports alongside traditional Arctic Sports and Dene Games. The 2018 Arctic Winter Games attracted nearly 1,900 participants, with approximately 1,300 athletes, coaches and officials from Canada.

- The VIII Games of La Francophonie were held from July 21 to 30, 2017 in the city of Abidjan, in the Ivory Coast with the theme of Solidarity, Diversity and Excellence. On behalf of the Government of Canada, the Department of Canadian Heritage organized and coordinated all activities related to the participation and coaching of athletes and artists who represent Team Canada, which was comprised of 156 athletes, artists, coaches, supervisors, the medical team and mission staff.
- The Department implemented the Next Generation initiative to support projects that provide additional coaching support, improved daily training environments and increased access to sport science and sport medicine services for athletes 5 to 8 years away from potentially medaling at Olympic or Paralympic Games. Funding for this initiative of \$25 million over 5 years was awarded.
- The Government invested an additional \$25 million over 5 years, with \$5 million per year ongoing, to the Athlete Assistance Program. This investment represents an 18% increase over previous funding levels. New investments were distributed in the following way: \$4.25 million for the living and training allowance, \$250,000 for tuition support and \$500,000 for supplementary support. This new investment will directly assist approximately 1,900 athletes across Canada and enable them to continue to combine their sport and academic or working careers while training intensively in pursuit of world-class performance.
- The Federal/Provincial/Territorial Priorities for Collaborative Action 2017–22 were approved by Federal/Provincial/Territorial Ministers responsible for sport, physical activity and recreation in July 2017. The priorities included one addressing the alignment of “Government Funding Frameworks for Sport”. The Federal/Provincial/Territorial Sport Committee Alignment of Funding Frameworks work group will assume the responsibility for preparing recommendations to address this issue.
- The Department stayed in regular contact with national and multisport service organizations, event franchise holders, provincial counterparts, municipalities and major event bid exploration groups to better understand the scope and status of potential bids, to share knowledge from previous events hosted in Canada, and to serve as a resource with respect to federal funding, services, processes and timelines. Collaborative work with provinces and territories on key engagements include:
  - The football (soccer) governing bodies for Canada, the United States and Mexico submitted a joint bid for the 2026 Fédération Internationale de Football Association (FIFA) Men’s World Cup for which the Government of Canada announced its support in principle in March 2018. The bid was selected by FIFA in June 2018;
  - The City of Calgary is engaged in the 2026 Olympic and Paralympic Winter Games Candidature Process. The Government of Canada announced its support for the creation of a Bid Corporation in March 2018;
  - The 2021 Games of La Francophonie will be hosted in Moncton/Dieppe, New Brunswick. The operational planning for the event incorporates strategies to ensure impacts and legacies from these Games;

In July 2017, federal, provincial and territorial Ministers responsible for sport, physical activity and recreation agreed to a Framework for Action focusing on the areas of awareness, prevention, detection, management, and surveillance of concussions, which will further harmonize the collective approach across jurisdictions. At the same time, Parachute Canada, with the financial support of the Canadian Heritage, released its “Canadian Guideline on Concussion in Sport”. The Department directed funds to the Sport Information Resource Centre for a national awareness campaign.

- The Government has increased funding to the Canadian Centre for Ethics in Sport to implement and manage a Code-compliant Canadian Anti-Doping Program on behalf of the Canadian sport community from \$5,238,700 in 2016–17 to \$6,138,700 a year for three years (2017–18 to 2019–20). This increase in support will help ensure continued anti-doping testing and education of high performance athletes.
- In November of 2017, the Foundation Board of the World Anti-Doping Agency approved the offer by Montreal International on behalf of the governmental partners including the Government of Canada, the Government of Quebec, and the City of Montréal to extend the current hosting agreement of the World Anti-Doping Agency's headquarters in Montréal for an additional ten years (2021 to 31).

**Results achieved**

Expected results	Result indicators	Target	Date to achieve target	2017-18 Actual results	2016-17 Actual results	2015-16 Actual results
Canada has a sport system where Canadians, including high performance athletes, can participate and excel in sport with a technically sound and ethically supportive structure.	Percentage of Canadians who participate in sport.	30	March 31, 2018	26	26	26
	Canada's rank in Sport Canada's Combined (Summer & Winter) Olympic Ranking Index.*	8	March 31, 2017	9*	7	7
	Canada's rank in Sport Canada's Combined (Summer & Winter) Paralympic Ranking Index.*	8	March 31, 2017	14**	n/a	n/a

\* This ranking is primarily due to Canada's poor performance in certain sports at Senior World Championships and international major events that will be added to the 2020 Summer Olympic program and are now incorporated into the rolling Olympic Ranking Index cycle.

\*\* This ranking is due to other countries becoming more mature in their Paralympic programming. In particular, summer Paralympics are becoming more competitive.

**Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
206,380,884	206,380,884	220,341,065	219,441,888	13,061,004

**Human resources (full-time equivalents)**

2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
98.9	93.9	-5.0

## Internal Services

### Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct service categories that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. The 10 service categories are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Results

Internal Services recorded the following achievements:

- Canadian Heritage continued to establish a new business model for delivering grants and contributions that significantly reduces the administrative burden on Canadians and improves the speed at which they receive funding decisions. Testing select grants and contributions programs demonstrated savings in processing time of over 50%, as well as overall satisfaction among clients and departmental employees. The Department began implementing its role as a pathfinder for the Government of Canada in procuring protected cloud technology to provide applicants with a portal to transact on line.
- The Department built upon the established governance committee and dedicated team to support the Canada 150 information technology requirements for events, and developed new applications and systems to support key priorities with respect performance measurement, logo requests, and collaboration space.

Technological support included the provision of services to deliver the Canada 150 Skate Day Micro-Grant, which was designed to assist recipients host and promote a skating day event in their community. This included using Artificial Intelligence in the submission review process and distribution of the new micro-grant, as well as developing an innovative method for making payments to funding recipients.

- In consultation with the private sector, Canadian Heritage established a digital strategy and roadmap to adapt to new technologies and increase its agility in the provision of services to Canadians.
- Canadian Heritage initiated the development and implementation of a departmental data strategy as a foundational pillar of the departmental digital strategy. Investment and deployment of a powerful visualization tool publicly available to Canadians in order to visualize Grants and Contributions disbursements throughout Canada.

For the third year in a row, the Department benefited from the mental health awareness campaign called Not Myself Today. This campaign is paying off, according to the latest internal survey results, with 63% of respondents saying the campaign has sparked conversations about mental health in their work unit, compared to 51% in 2016-17 and 88% of respondents say that Canadian Heritage values mental health issues compared to 51% since the beginning of the campaign in 2015.

- As the Department drives to the goals of Open Government, it standardized dataset reporting to ensure that information on all grants and contributions is disclosed and available, resulting in Canadian Heritage being one of the leaders in the number of datafields that are published among

government departments. Other initiatives included leveraging a digital engagement platform driven by artificial intelligence. These Open Government initiatives increase information available online to Canadians, especially about research and cultural and heritage collections.

- Over the last year, Canadian Heritage went from the awareness phase to action by instituting mandatory training for all employees, “The Working Mind”, demystifying mental health in the work place and introducing employees to the mental health continuum.
- As part of its Workplace Well-Being Action Plan, the Department used the 13 psychosocial workplace risk factors and the findings of the 2017 Public Service Employee Survey to create a scorecard unique to the Department which will give an overview of its organizational health. This tool will facilitate the development of concrete actions for improving workplace well-being.
- Canadian Heritage continues to support employees through change with transparent communication from senior staff on transformation and modernization initiatives and their impacts. The Department has formalized a structure within the Department to support management and employees living through change.
- The Department is using the Human Resources Planning function with a view to support organizational efficiencies and streamlining service delivery.
- The Department improving strategic recruitment and helping shape the future of the Public Service by recruiting employees through the Post-Secondary Recruitment program with the objective of reinforcing and strengthening key competency areas within the department. Through this initiative, it has encouraged future potential employees to apply and work from everywhere in Canada by promoting virtual work. Meanwhile, the commitment to developing current employees was reinvigorated with the new Talent Management Framework and Passport to Continuous Learning initiatives. Designed to improve access to learning and to support employees in reaching their full potential, these programs will help surmount the challenges of the future and ensure the long-term success of our organization.
- Overall, employees report sense of well-being and strong engagement. For the second year in a row, Canadian Heritage was recognized as one of the top 100 employers in Canada. The 2017 Public Service Employee Survey indicated that 72% of employees find their workplace psychologically healthy, and 86% agree that we do a good job of raising mental health awareness – some of the highest results in the Public Service!

#### **Budgetary financial resources (dollars)**

2017-18 Main Estimates	2017-18 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2017-18 Difference (actual minus planned)
74,627,098	74,627,098	81,518,077	84,871,350	10,244,252

#### **Human resources (full-time equivalents)**

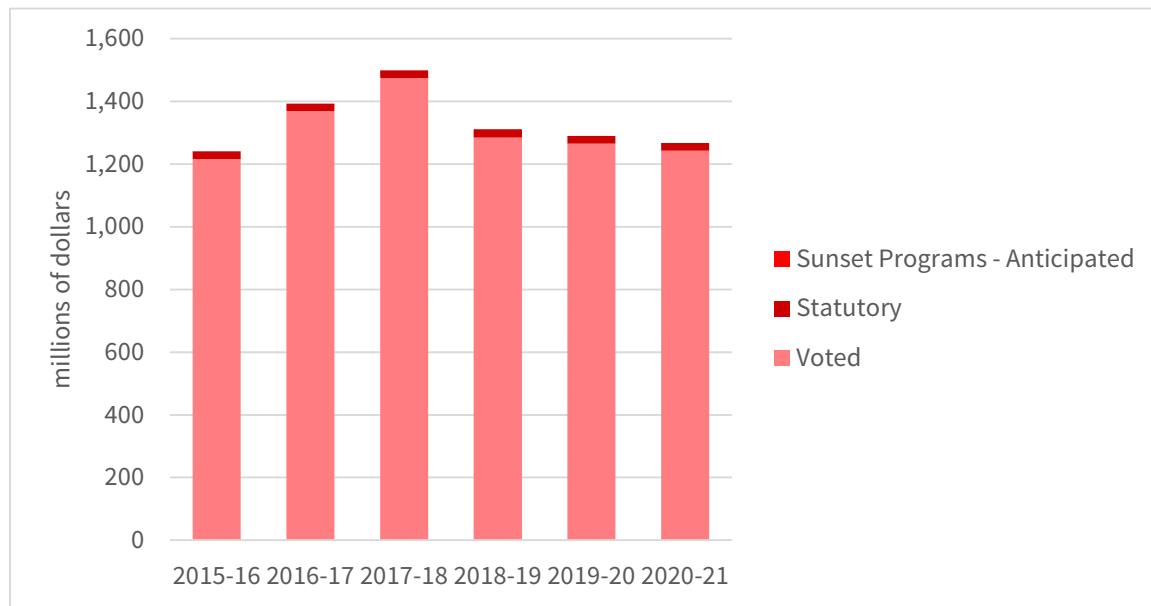
2017-18 Planned	2017-18 Actual	2017-18 Difference (actual minus planned)
642.7	655.3	12.6

Information on the Canadian Heritage’s lower-level programs is available in the [GC InfoBase<sup>ii</sup>](#).

## Analysis of trends in spending and human resources

### Actual expenditures

#### Departmental spending trend graph



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Sunset programs - anticipated	0	0	0	0	0	0
Statutory	25	24	25	26	25	24
Voted	1,216	1,369	1,474	1,285	1,265	1,243
<b>Total</b>	<b>1,241</b>	<b>1,393</b>	<b>1,499</b>	<b>1,311</b>	<b>1,290</b>	<b>1,267</b>

The increase in actual spending from 2015–16 to 2017–18 is mainly due to funding related to initiatives celebrating the 150th anniversary of Confederation, as well as the celebrations of the 375th anniversary of Montréal and by the disbursements in 2017–18 of retroactive salary payments. These factors were in addition to the overall increase in regular salary costs for employees, following the ratification and signing of collective agreements.

Further, Budget 2016 and 2017 funded initiatives that contributed, temporarily in some cases, to the increase in spending. Such initiatives include: cultural infrastructure, the support of French language services and Indigenous languages in the Territories; the renewed Court Challenges program; the Aboriginal Languages Initiative to support the preservation, promotion, and revitalization of Indigenous languages; the support for high-performance athletes; the Youth Employment Strategy; the promotion of Canadian artists and cultural industries abroad; and the investment in Indigenous youth and sport.

In 2017–18, the permanent transfer for the temporarily financed Harbourfront Centre Program from the Department of Finance contributed to the increase in spending. The Department also received three-year funding in 2016–17 for the Grants and Contributions Modernization Initiative and, as well as funding for the repair of the roof at the Canadian Conservation Institute.

For future years, the decrease in planned spending is mainly the result of the conclusion of the funding profile for the Celebration of Canada's 150<sup>th</sup> anniversary of Confederation initiative and funding for

the two-year investment in cultural infrastructure. These reductions will be partially offset by new investments announced in Budget 2017 in the Canada Cultural Spaces Fund in order to strengthen cultural infrastructure and funding to invest in community educational infrastructure in the provinces and territories. Further adding to the offset is the continuing influx of funding, which started in 2017-18 and continues for the next two years, dedicated to the Aboriginal Languages Initiative and the ongoing investment in Indigenous Youth and Sport.

#### Budgetary performance summary for Programs and Internal Services (dollars)

Programs and Internal Services	2017-18 Main Estimates	2017-18 Planned spending	2018-19 Planned spending	2019-20 Planned spending	2017-18 Total authorities available for use	2017-18 Actual spending (authorities used)	2016-17 Actual spending (authorities used)	2015-16 Actual spending (authorities used)
1.1 Arts	206,997,272	206,997,272	152,981,743	146,513,114	205,844,084	202,744,701	194,521,605	110,935,368
1.2 Cultural Industries	307,637,660	307,637,660	302,282,143	301,469,905	312,351,812	309,422,120	303,728,300	298,962,377
1.3 Heritage	33,412,967	33,412,967	36,981,815	34,083,400	39,904,080	38,214,753	30,313,329	28,745,475
2.1 Attachment to Canada	159,884,857	159,884,857	65,689,037	64,375,262	192,537,523	196,597,782	149,879,167	96,962,680
2.2 Engagement and Community Participation	92,288,905	92,288,905	85,921,539	84,609,457	106,739,816	83,469,518	50,727,043	45,728,308
2.3 Official Languages	363,467,127	363,467,127	368,561,899	366,209,182	367,001,385	364,304,521	365,928,904	358,867,075
2.4 Multiculturalism*	N/A	N/A	N/A	N/A	N/A	N/A	10,066,553	3,684,723
3.1 Sport	206,380,884	206,380,884	215,874,018	216,369,928	220,341,065	219,441,888	210,650,707	219,676,973
<b>Subtotal</b>	<b>1,370,069,672</b>	<b>1,370,069,672</b>	<b>1,228,292,194</b>	<b>1,213,630,248</b>	<b>1,444,719,765</b>	<b>1,414,195,282</b>	<b>1,315,815,608</b>	<b>1,163,562,979</b>
Internal Services	74,627,098	74,627,098	82,530,725	76,243,041	81,518,077	84,871,350	77,452,315	77,384,345
<b>Total</b>	<b>1,444,696,770</b>	<b>1,444,696,770</b>	<b>1,310,822,919</b>	<b>1,289,873,289</b>	<b>1,526,237,842</b>	<b>1,499,066,633</b>	<b>1,393,267,923</b>	<b>1,240,947,324</b>

**Arts:** The large time-limited increase in funding and spending starting in 2016-17 and ending in 2017-18 is due to the social infrastructure projects under the Canada Cultural Spaces Fund which supports the improvement, renovation and construction of arts and heritage facilities, the acquisition of specialized equipment, and the conducting of feasibility studies for cultural infrastructure projects. Further, Budget 2017 announced new investments for 10 years to strengthen cultural infrastructure which are reflected in the planned spending of 2018-19 and 2019-20. Moreover, the increases in 2017-18 and 2018-19 are also attributable to the temporarily financed Harbourfront Centre Funding Program.

**Cultural Industries:** The relative increase observed in 2016-17 actuals as well as in 2017-18 planned and actual spending, compared to future and past years, was due to temporary funds received to support the promotion of Canadian artists and cultural industries abroad. In the Fall Economic Update of 2017, the Government announced an investment of \$125 million over five years to support the new Creative Export Strategy. These funds will be reflected in future Estimates.

**Heritage:** The rise in actual spending starting in 2016-17 and in 2017-18 as well as planned spending peaking in 2018-19 is due to time-limited Budget 2017 funds for the Youth Employment Strategy, which contributes towards departmental outcomes in respect to the Heritage and Culture sectors and whose funding profile varies between years. Lastly, the Canadian Conservation Institute's roof repair also adds to 2017-18's increased spending.

**Attachment to Canada:** The large fluctuation observed in the actuals and planned spending portrayed in this program is mainly attributable to the Celebration and Commemoration Program—particularly

for Canada 150 activities as well as the celebration of Montreal's 375<sup>th</sup> anniversary. The related funding peaks in 2017–18 and then sunsets in 2018–19. Lastly, the in-year approved funding profile for the Rideau Hall Foundation under Youth Take Charge Program also adds to 2017–2018's expenditures.

**Engagement and Community Participation:** Newly sought time-limited funds throughout most of this portfolio is the source behind the steady increase observed in the 2016–17 and 2017–18 actuals, and finally concluding in 2018–19 planned spending. The largest portion is attributable to the Aboriginal People's Program, whose increased funding for the Aboriginal Languages Initiative to support the preservation and revitalization of Indigenous languages and cultures spans three years starting in 2017–18. Further, some of the increase in funding from 2016–2017 to 2018–19 can be attributable to Canada 150 initiatives. Other ongoing funded initiatives includes the support of French language services and Indigenous languages in the Territories and the renewed Court Challenges Program, which explain the increase in actual spending since 2016–17. Lastly, a portion of the overall increased spending is due to the transfer of the Multiculturalism Program from Immigration, Refugees and Citizenship Canada to Canadian Heritage.

**Official Languages:** The Official Languages Support Programs have been exhibiting a steady increase in actual spending since 2015–16 due to complementary projects, temporally funded initiatives like the Youth Employment Strategy mentioned above starting in 2017–18 as well as ongoing funding beginning in 2016–17 to support French language services and Indigenous languages in the Territories. Lastly, starting in 2018–19 a ten-year investment to support educational infrastructure projects for official languages minority communities in the provinces and territories (Budget 2017) is also reflected in the planned figures.

**Sport:** The program funding profile is relatively stable. The observed increase in the 2017–18 actuals is owing to the newly sought permanent funds for initiatives like the Next Generation of Canadian Olympic and Paralympic athletes and Support High Performance Athletes. The former will build on and complement the Government of Canada's current approach to Targeted Excellence for high performance athletes, as well as complement current core support to National Sport Organizations for National Teams and athlete support, while the latter ensures that the Sport, Development and High Performance program adequately supports athletes by alleviating financial burdens faced by Canadian high performance athletes. Further, beginning in 2017–18, Canadian Heritage received funding to support Indigenous Youth and Sport initiatives as per Budget 2017. These initiatives are partially offset in future years starting in 2018–19, as a result of time-limited sunsetting funds to support Special Olympics Canada (SOC). Since then, funding for SOC has been renewed and will be reflected in future estimates.

**Internal Services:** The steady increase in spending displayed since 2015–16 is mainly due to investments made in the Departmental transformation initiatives such as GCDocs and Procure to Pay. Further, residual corporate costing associated to some of the new funding initiatives mentioned above also contribute to the slight increase seen in the authorities available for use in 2017–18 and in future years' planned spending. The Department also realigned funds internally to create the Strategic Recruitment Initiative whose scope is to recruit high caliber talent throughout the Department.

## Actual human resources

### Human resources summary for Programs and Internal Services (full time equivalents)

Programs and Internal Services	2015-16 Actual	2016-17 Actual	2017-18 Planned	2017-18 Actual	2018-19 Planned	2019-20 Planned
1.1 Arts	128.3	136.6	151.1	140.5	147.5	140.9
1.2 Cultural Industries	233.4	238.0	247.4	247.7	243.7	239.4
1.3 Heritage	127.8	121.0	115.2	125.2	143.3	125.9
2.1 Attachment to Canada	207.6	208.6	228.7	210.7	202.5	195.6
2.2 Engagement and Community Participation	126.5	128.7	168.4	203.0	178.0	167.1
2.3 Official Languages	151.6	146.5	149.0	143.9	144.5	140.0
2.4 Multiculturalism*	10.0	22.1	N/A	N/A	N/A	N/A
3.1 Sport	109.9	95.4	98.9	93.9	105.4	95.7
<b>Subtotal</b>	<b>1,095.1</b>	<b>1,096.9</b>	<b>1,158.7</b>	<b>1164.9</b>	<b>1,164.9</b>	<b>1,104.6</b>
Internal Services	649.0	643.6	642.7	655.3	723.1	727.1
<b>Total</b>	<b>1,744.0</b>	<b>1,740.5</b>	<b>1,801.4</b>	<b>1,820.2</b>	<b>1,888.0</b>	<b>1,831.7</b>

**Arts:** The changes displayed in the full-time equivalents summary table are attributable mostly to the same factors as the planned spending summary. For instance, the observed increase from 2015–16 to 2017–18 in the Arts Program is a result of the current social infrastructure projects under the Canada Cultural Spaces Fund.

**Cultural Industries:** The temporary increase in actual 2017–18 full time equivalents is due to the 2016–17 and 2017–18 approved initiative to boost the promotion and export of Canadian artists and cultural entrepreneurs abroad. Further, the 2017–18 peak is also in part due to an increase in applications for Film and Video Production tax credits which led to the hiring of additional resources to ease the backlog.

**Heritage:** The difference between planned and actual full time equivalents in 2017–18 as well as the projected increase for future years is due mainly to two factors. First, vacant positions have been difficult to staff in the past as a result of the specialty and uniqueness of the positions within the Canadian Conservation Institute which resulted in a spike in staffing reflected in the 2017–18 full time equivalent levels. Secondly, a portion of the temporary influx of funding for the Youth Employment Strategy is dedicated to additional staffing which will enable the program to carry out its objectives.

**Attachment to Canada:** The decrease in full time equivalent levels starting in 2018–19 mirrors that of its Budgetary Resources Table which is mainly attributable to Canada’s 150<sup>th</sup> anniversary of Confederation activities coming to an end.

**Engagement and Community Participation:** A significant portion of the full-time equivalent increase seen from 2016–17 to 2017–18 is due to the Aboriginal People’s Program whose temporary funding for the Aboriginal Languages Initiative (sunsetting program) which supports the revitalization of Indigenous languages and cultures, spans three years starting in 2017–18. It is anticipated that the program function will evolve with passing of Indigenous languages legislation. The remaining share of the increase is attributable to the newly renewed Court Challenges Program and the re-organization of the

Multiculturalism Program after its transfer from Immigration, Refugees and Citizenship Canada.

**Official Languages:** The program is exhibiting stable full time equivalent levels.

**Sport:** The program's Full time equivalent levels are relatively stable after the Toronto 2015 Pan American and Parapan American Games. The observed increase in 2018–19's planned full time equivalents is owing to the program's need to ensure enough support is available to carry out its mandate while providing the appropriate level of resources for some of the new initiatives mentioned previously in the budgetary planning summary.

**Internal Services:** The Department's commitment to mitigate Phoenix problems that affected many of its employees, along with its pledge to innovate, has led the department to strengthen, revitalize and transform a part of its Internal Services and in particular its Human Resources directorate, correlate with the increase levels of planned full time equivalents in 2018–19 and 2019–20. Likewise, the difference between planned and actual full time equivalent's for 2017–18 is due to staffing of new positions under the Corporate Security and Real Property team.

### **Expenditures by vote**

For information on the Department of Canadian Heritage's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2017–18<sup>iii</sup>](#).

### **Government of Canada spending and activities**

Information on the alignment of the Department of Canadian Heritage's spending with the Government of Canada's spending and activities is available in the [GC InfoBase](#).

### **Financial statements and financial statements highlights**

#### **Financial statements**

The Department of Canadian Heritage's financial statements (unaudited) for the year ended March 31, 2018, are available on the [Plans and Reports – Canadian Heritage](#) page.

#### **Financial statements highlights**

The financial highlights presented within this Departmental Results Report are intended to serve as a general overview of Canadian Heritage's financial position and the net cost of operations before government funding and transfers. The unaudited financial statements have been prepared using the Government's accounting policies, which are based on Canadian public sector accounting standards.

**Condensed Statement of Operations (unaudited) for the year ended March 31, 2018 (dollars)**

Financial information	2017-18 Planned achieved	2017-18 Actual results	2016-17 Actual results	Difference (2017-18 Actual results minus 2017-18 Results achieved)	Difference (2017-18 Actual results minus 2016-17 Actual results)
Total expenses	1,470,899	1,530,865	1,421,287	59,966	109,578
Total revenues	12,654	10,887	9,670	(1,767)	1,217
Net cost of operations before government funding and transfers	1,458,245	1,519,978	1,411,617	61,733	108,361

The Department's total net cost of operations before government funding and transfers increase from the previous year's total by \$108.4 million (8%) is largely due to an increase of:

- \$49.9 million in the Attachment to Canada program (Canada 150 Fund for Community Driven Activities and Anchor Events related to the 150th Anniversary of Confederation, and other commemorative events);
- \$22.5 million in the Engagement and Community Participation program (Aboriginal Languages Initiative, to support the preservation and revitalization of Indigenous languages and cultures, under the Aboriginal Peoples' Program);
- \$11.7 million in the Internal Services program for; new in-house software that are being developed as part of the Departmental Transformation initiatives, support for increased activities within the department as well as Phoenix-related activities, and to create the Strategic Recruitment Initiative whose scope is to recruit high caliber talent throughout the Department;
- \$8.8 million in the Sport program for the next generation of Canadian Olympic and Paralympic athletes and the support high performance athletes;
- \$7.3 million in the Arts program for the Harbourfront Center and Professional Arts Festivals and Performing Arts Series Presenters; and
- \$6.2 million in the Heritage program for the Youth Employment Initiatives to fund the creation of green jobs for young Canadians across the country through the Young Canada Works program.

**Condensed Statement of Financial Position (unaudited) as of March 31, 2018 (dollars)**

Financial information	2017-18	2016-17	Difference (2017-18 minus 2016-17)
Total net liabilities	502,920	342,617	160,303
Total net financial assets	488,670	332,168	156,502
Departmental net debt	14,266	10,449	3,817
Total non financial assets	18,863	13,993	4,870
Departmental net financial position	4,597	3,544	1,053

Total net liabilities were \$503 million at the end of 2017–18, an increase of \$160 million (47%) over the previous years' total liabilities of \$343 million. The increase is mainly explained by accounts payable and accrued liabilities related to contribution agreements (\$150.3 million) not paid out prior to closing of the fiscal year or existing agreements pending the receipt of the recipient's final report to issue the final payment. Most of the contribution agreements, were related to Federal/Provincial and Territorial agreements in the Official Languages program.

Total non-financial assets were \$19 million at the end of 2017–18, an increase of \$4.9 million (35%) from the previous year's total non-financial assets of \$14 million. The increase is largely explained by the costs associated with the development of the Grants and Contributions Modernization Project, the Procure to Pay and Business Intelligence, and the Electronic Documents and Records Management Solution (GCDOCS) software initiatives.

## **Supplementary information**

### **Corporate information**

#### **Organizational profile**

Appropriate Minister:

- The Honourable Pablo Rodriguez, Minister of Canadian Heritage and Multiculturalism, P.C., M.P.
- The Honourable Kirsty Duncan, P.C., M.P., Minister of Science and Sport
- The Honourable Mélanie Joly, Minister of Tourism, Official Languages and La Francophonie

Institutional head:

- Graham Flack

Ministerial portfolio:

- Department of Canadian Heritage

Enabling Instrument(s):

- [Department of Canadian Heritage Act](#)

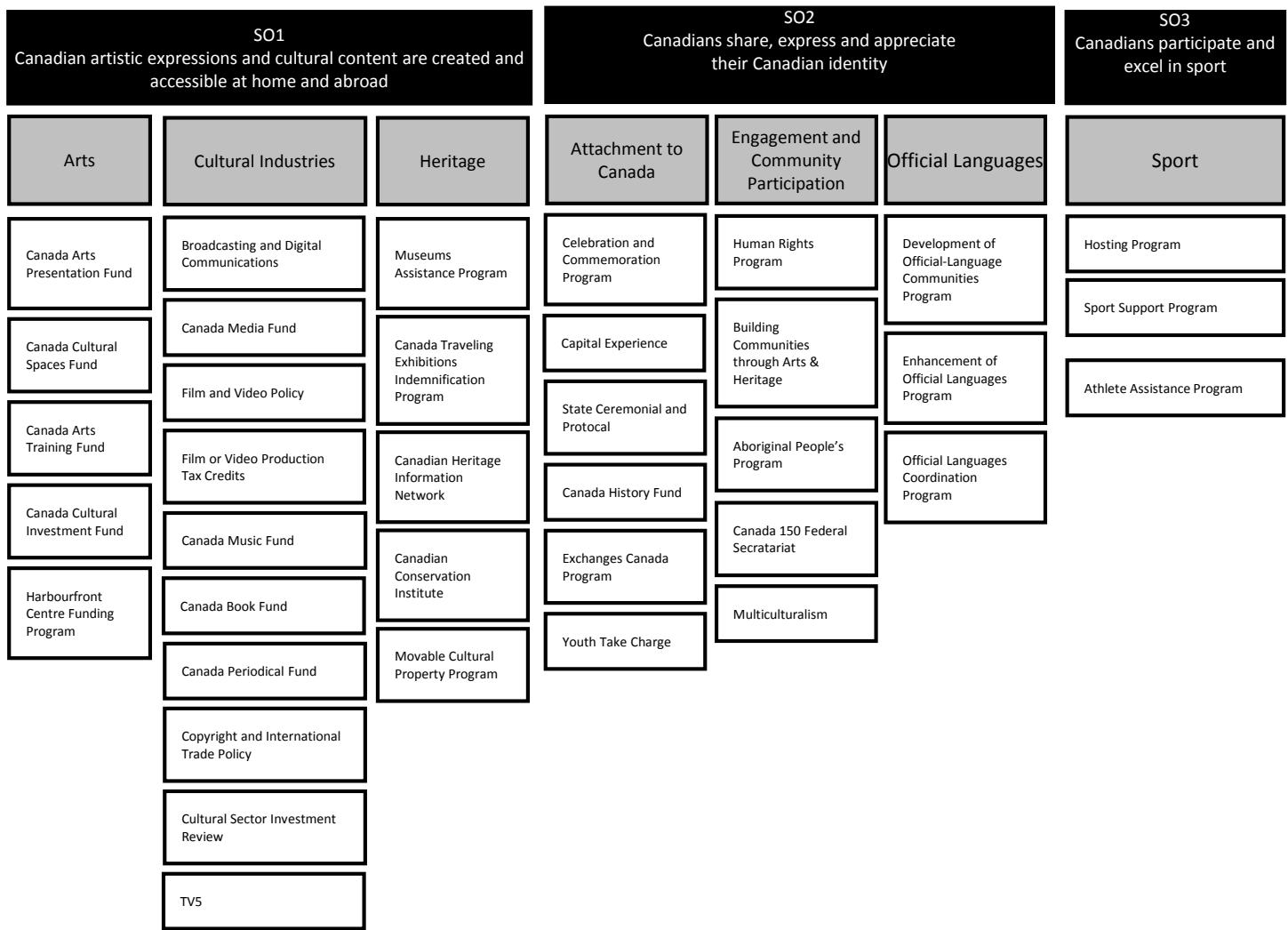
Year of Incorporation / Commencement:

- The Department of Canadian Heritage was created in June 1993. However, the [Department of Canadian Heritage Act](#) received Royal Assent in June 1995.

## Reporting framework

### Strategic Outcome(s) and Program Alignment Architecture, 2017-18

The Department of Canadian Heritage Strategic Outcomes and Program Alignment Architecture (PAA) of record for 2017–18 are shown below:



1. **Strategic Outcome:** Canadian artistic expressions and cultural content are created and accessible at home and abroad

1.1. **Program:** Arts

- 1.1.1. **Sub-Program:** Canada Arts Presentation Fund
- 1.1.2. **Sub-Program:** Canada Cultural Spaces Fund
- 1.1.3. **Sub-Program:** Canada Arts Training Fund
- 1.1.4. **Sub-Program:** Canada Cultural Investment Fund
- 1.1.5. **Sub-Program:** Harbourfront Centre Funding Program

1.2. **Program:** Cultural Industries

- 1.2.1. **Sub-Program:** Broadcasting and Digital Communications
- 1.2.2. **Sub-Program:** Canada Media Fund
- 1.2.3. **Sub-Program:** Film and Video Policy
- 1.2.4. **Sub-Program:** Film or Video Production Tax Credits
- 1.2.5. **Sub-Program:** Canada Music Fund
- 1.2.6. **Sub-Program:** Canada Book Fund
- 1.2.7. **Sub-Program:** Canada Periodical Fund
- 1.2.8. **Sub-Program:** Copyright and International Trade Policy
- 1.2.9. **Sub-Program:** Cultural Sector Investment Review
- 1.2.10. **Sub-Program:** TV5

1.3. **Program:** Heritage

- 1.3.1. **Sub-Program:** Museums Assistance Program
- 1.3.2. **Sub-Program:** Canada Travelling Exhibitions Indemnification Program
- 1.3.3. **Sub-Program:** Canadian Heritage Information Network
- 1.3.4. **Sub-Program:** Canadian Conservation Institute
- 1.3.5. **Sub-Program:** Movable Cultural Property Program

2. **Strategic Outcome:** Canadians share, express and appreciate their Canadian identity

2.1. **Program:** Attachment to Canada

- 2.1.1. **Sub-Program:** Celebration and Commemoration Program
- 2.1.2. **Sub-Program:** Capital Experience
- 2.1.3. **Sub-Program:** State Ceremonial and Protocol
- 2.1.4. **Sub-Program:** Canada History Fund
- 2.1.5. **Sub-Program:** Exchanges Canada Program
- 2.1.6. **Sub-Program:** Youth Take Charge

2.2. **Program:** Engagement and Community Participation

- 2.2.1. **Sub-Program:** Human Rights Program
- 2.2.2. **Sub-Program:** Building Communities Through Arts and Heritage
- 2.2.3. **Sub-Program:** Aboriginal Peoples' Program
- 2.2.4. **Sub-Program:** Canada 150 Federal Secretariat
- 2.2.5. **Sub-Program:** Multiculturalism Program

2.3. **Program:** Official Languages

- 2.3.1. **Sub-Program:** Development of Official-Language Communities Program
- 2.3.2. **Sub-Program:** Enhancement of Official Languages Program
- 2.3.3. **Sub-Program:** Official Languages Coordination Program

3. **Strategic Outcome:** Canadians participate and excel in sport

3.1. **Program:** Sport

- 3.1.1. **Sub-Program:** Hosting Program
- 3.1.2. **Sub-Program:** Sport Support Program
- 3.1.3. **Sub-Program:** Athlete Assistance Program

**Internal Services**

**Supporting information on lower-level programs**

Supporting information on lower level programs is available on the [GC InfoBase](#).

**Supplementary information tables**

The following supplementary information tables are available on the [Plans and Reports – Canadian Heritage](#) page:

- Departmental Sustainable Development Strategy
- Details on transfer payment programs of \$5 million or more
- Evaluations
- Fees
- Horizontal initiatives
- Internal audits
- Up front multi year funding

## **Federal tax expenditures**

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#)<sup>iv</sup>. This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs. The tax measures presented in this report are the responsibility of the Minister of Finance.

## **Organizational contact information**

Address:

Canadian Heritage  
15 Eddy Street  
Gatineau, Quebec K1A 0M5  
Canada

Email: [PCH.info-Info.PCH@canada.ca](mailto:PCH.info-Info.PCH@canada.ca)

Website: <https://www.canada.ca/en/canadian-heritage.html>

Telephone: 819-997-0055

Toll-free\*: 1-866-811-0055

Fax: 819-555-5555

TTY\*\* (Toll-free): 1-888-997-3123

\*The toll-free lines have agents available to answer your questions, Monday to Friday, 8:30 a.m. to 5:00 p.m. (Eastern Time).

\*\*The TTY is a telecommunication device for people who are deaf, hard of hearing, or speech-impaired.

## **Appendix: definitions**

### **appropriation (crédit)**

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

### **budgetary expenditures (dépenses budgétaires)**

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

### **Departmental Plan (plan ministériel)**

A report on the plans and expected performance of an appropriated department over a three year period. Departmental Plans are tabled in Parliament each spring.

### **Departmental Results Report (rapport sur les résultats ministériels)**

A report on an appropriated department's actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

### **evaluation (évaluation)**

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

### **experimentation (expérimentation)**

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

### **full time equivalent (équivalent temps plein)**

A measure of the extent to which an employee represents a full person year charge against a departmental budget. Full time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

### **gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])**

An analytical approach used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. The “plus” in GBA+ acknowledges that the gender-based analysis goes beyond biological (sex) and socio-cultural (gender) differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability. Examples of GBA+ processes include using data disaggregated by sex, gender and other intersecting identity factors in performance analysis, and identifying any impacts of the program on diverse groups of people, with a view to adjusting these initiatives to make them more inclusive.

### **government-wide priorities (priorités pangouvernementales)**

For the purpose of the 2017–18 Departmental Results Report, those high-level themes outlining the government's agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

### **horizontal initiative (initiative horizontale)**

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

### **Management, Resources and Results Structure (structure de gestion, des ressources et des résultats)**

A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their

hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non budgetary expenditures (dépenses non budgétaires)**

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance (rendement)**

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator (indicateur de rendement)**

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting (production de rapports sur le rendement)**

The process of communicating evidence based performance information. Performance reporting supports decision making, accountability and transparency.

**plan (plan)**

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**planned spending (dépenses prévues)**

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

**priority (priorité)**

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s) or Departmental Results.

**program (programme)**

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture (architecture d'alignement des programmes)**

A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**result (résultat)**

An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures (dépenses législatives)**

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome (résultat stratégique)**

A long term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program (programme temporisé)**

A time limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target (cible)**

A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures (dépenses votées)**

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

## Endnotes

- i. The Ministers' mandate letters, <https://pm.gc.ca/eng/mandate-letters>
- ii. GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html#start>
- iii. Public Accounts of Canada 2017–2018,  
<http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- iv. Report on Federal Tax Expenditures, <http://www.fin.gc.ca/purl/taxexp-eng.asp>